



UICC Partnerships with Donors Policy

Updated January 2016

1. SCOPE

The Union for International Cancer Control (UICC) believes action against cancer on a global scale demands the engagement of a wide range of partners – including our members, international agencies, NGOs, foundations, the private sector, and the general public.

Interacting with such a broad range of partners brings great benefits to our work but also requires us to have a clear understanding of the potential conflicts of interest that may arise and a robust policy for managing external relationships. We believe in placing partnerships at the heart of our strategy, and we recognise the significant expertise and financial resources external actors bring to mobilise and maintain the change we seek to achieve.

All partnerships between UICC and external organisations shall be based on mutual respect and active collaboration. All partners must share a commitment to UICC's mission – the elimination of cancer as a life threatening disease for future generations.

The aim of this policy is to outline our approach in developing and maintaining mutually beneficial partnerships, while identifying and managing any potential conflicts of interests.

2. DEFINITIONS

UICC is a non-governmental organisation based in Switzerland with membership comprised of cancer and health organisations around the world. UICC is governed by its member organisations, which appoint the UICC Board and select the President Elect at a biannual General Assembly.

UICC may enter into partnership agreements with external parties; such as UICC member organisations, corporations, organisations, foundations, and individuals who wish to support the worldwide fight against cancer by providing financial or in-kind support for UICC activities.

UICC recognises the importance of our partners and their financial donations, through a structured programme, which outlines benefits and acknowledgement for different levels of commitments.

3. GENERAL CRITERIA

In order to ensure that meaningful, long-term partnerships are established and to safeguard UICC's status as an independent, not-for-profit, non-governmental organisation, a potential partner must meet UICC inclusionary and exclusionary criteria:

- Inclusionary criteria are based on: programmatic affinity, shared values and purpose, promoting healthy lifestyles;
- Exclusionary criteria are based on: involvement in alcohol and tobacco industries given they are considered as harmful and may increase the risk of cancer.

Other criteria to be considered when entering into new partnerships with donors are:

- Diversification - UICC will seek a diverse range of partners, so that it is not overly exposed to a single funding source, such as an individual person, single organisation, or particular industry;
- Long term and regular review – UICC will seek to establish multi-year partnerships with external parties and maintain a regular assessment, monitoring and evaluation system in place;

- Commitment and Legal Compliance - UICC aims to ensure a letter of intent, memorandum of understanding, or partnership agreement (including the partnership principles, detailed in section five), specifying the duration of the partnership, donation amount, and purpose (as required), are signed by UICC and a new partner before collaboration begins.

UICC recognises that the framework of this policy cannot cover all circumstances. The decision to enter into partnership with an external organisation will be evaluated on a case-by-case basis and the Organisation retains the right to make the final decision whether to enter into partnership with an external organisation.

UICC's "Policy on Partnerships with Donors" is publicly available, and all new partners are expected to read and agree to comply with this policy.

4. DUE DILIGENCE PROCESS

UICC must complete a due diligence process before entering into a partnership, and periodically thereafter, to ensure a successful relationship. This process creates a standard protocol for UICC operations and is necessary to guarantee partnerships are built on mutual respect, cooperation, dedication, communication, transparency, and productivity. The initial due diligence check, which should occur before any contact with potential partners, is outlined with the basic questions to be answered below. For a complete review of the process, refer to the due diligence process document.

- Is the organisation operating in the tobacco or alcohol industry? (the organisation's manufacturing base and/or public image is tobacco or alcohol)
- Is the organisation a retailer/distributor of alcohol/tobacco products, does it have active collaborations and/or investments/philanthropic gifts related to the industries?
Is the organisation operating in the food and beverage industry?
- If so, does the organisation promote healthy eating and drinking?
- Is the organisation involved in the fast-food industry and/or manufactures/markets unhealthy food? Is the organisation operating in the pharmaceutical and/or medical products industry?
- Does the organisation have sound business practices and a strong reputation within their industry and among the general public?
- Are the organisation's goals, mission, and values compatible with those of UICC?
- Is there executive buy-in from the leadership team of the organisation?
- Can and will the organisation add value to UICC's work?

Overall, the due diligence check is meant to answer the overall question: *are there any risks associated with partnering with the organisation?*

If the organisation passes the due diligence check, based on the evaluation of these questions by the relationship manager (member of the MAP Team), the process of entering into a partnership can continue. If there are any potential risks, uncertainties, or concerns (indicated by a yellow box or other questionable information), the relationship manager must consult the Head of the MAP Team and the CEO to make the final decision on whether it is appropriate to proceed with the potential partner. The relationship manager should also include a brief note in the profile explaining the potential conflict of interest and justifying the decision to continue the exploration of a potential relationship.

5. PARTNERSHIP PRINCIPLES

Each partner is required to adhere to the principles described below, to guarantee partnerships are built on mutual respect, cooperation, dedication, communication, transparency, and productivity. Failure to agree to or abide by these principles will result in termination of the relationship. These principles must be included in the partnership agreement contract and be signed by each party, indicating their agreement to adhere to them.

Principle 1: The partnership must have a strong potential for impact and must further UICC's purpose.

Principle 2: The organisation's culture of management and operation must be compatible with UICC's culture.

Principle 3: The mission, goals, values, and strategies of the company must be consistent with those of UICC.

Principle 4: The organisation must have a good environment for partnering and must demonstrate a commitment to collaboration.

Principle 5: The benefits must outweigh the risks associated with the partnership.

Principle 6: The partnership should not jeopardise any existing relationships with other UICC members or partners.

Principle 7: The relationship ideally should expand UICC's influence, scope, and audience, especially by providing access to other potential members or partners.

Principle 8: The partner understands that the long-term ambitions of UICC are determined by the Board of Directors, and partner organisations are not in a position to actively define the strategy.

6. CONFLICT OF INTERESTS

UICC recognises that partnering with external organisations can bring significant added value to our work, but that special care must be taken to ensure that potential conflict of interests are evaluated and risks minimised, particularly in the case of food and beverage, healthcare, and pharmaceutical industries.

UICC believes in engaging with a wide range of external actors in order to fulfil our mission and objectives. The private sector plays an important role in this dialogue and in working towards potential solutions to prevent and cure cancer. UICC will not formally partner with organisations where there is a clear conflict of interests, but we may engage such organisations in our dialogues and discussions as deemed appropriate by the executive team.

The constitution of UICC dictates that UICC strategy and policy development is the responsibility of the Board, working with the executive team of UICC in Geneva. It is important for UICC and its members that these functions are delivered with professional integrity and without compromise. Should a conflict of interest emerge with a UICC partner, the executive team of UICC will review the relationship and take action as needed; up to and including retaining the right to cancel the partnership agreement with immediate effect.

Where possible, UICC will seek unrestricted donations. Restricted funds will be accepted to support programmatic activity, which has been agreed by the Board of UICC. Private sector contributions to initiatives will, as far as possible, be used in conjunction with funds from other donors and be given without influencing UICC's integrity as an independent organisation.

UICC will conduct a due diligence process on private sector partners before entering into a formal agreement.

As a general rule, UICC will not endorse products, brands or services owned by commercial organisations. In exceptional cases, the endorsement of a commercial product, brand, or service may be proposed to and approved by the Board of Directors.

A full list of UICC partners is published on www.uicc.org and included in the UICC Annual Report.

7. ACCOUNTABILITY

UICC is committed to transparency in its actions and accountability for donor funds. UICC's Annual Report provides a review of key achievements, membership, and partners, as well as financial standing.

UICC aims to be in close communication with its donors and to review partnerships together on a regular basis. UICC will report diligently to donors, who will receive designated reports and programme and financial reporting as appropriate.

Ultimately, the executive staff of UICC and the Board are accountable to the membership of UICC for developing partnerships that help deliver the ambitions of the organisation. We endeavour to keep the UICC membership informed of our new and existing partnerships.

8. RECOGNITION

UICC is committed to acknowledging its partners appropriately for their support and celebrating our joint success. Recognition is structured through designated donor programmes and proportional to the level of donation received.

Specific recognition may include, but is not limited to, acknowledgment in:

- UICC Annual Reports, website, and other UICC communication channels such as newsletters
- Partner Reports
- Programme or project specific materials (printed and online)
- Naming opportunities as appropriate – for example, named fellowships
- Special events (e.g. invitations, acknowledgement in event programmes)

9. COMMUNICATIONS AND LOGO

UICC partners are encouraged to communicate the partnership with UICC through their own channels. Partners should give advance notice of their intention to use UICC's name and logo in any external communications and obtain permission from UICC.

UICC may use the partners' name and logo in specified external communications (such as UICC Annual Reports, website, newsletters, event materials) to promote the partnership. For any other external communications opportunities arising, UICC will agree to the use of the partner logo in advance.

UICC shall retain the sole discretion as to the use of its name and logo in case of dispute.

10. DECISION MAKING AND RESPONSIBILITY

There needs to be a conscious decision made for each partner and donor relationship after considering the potential benefits and risks. The decision process of accepting a new partner and donor relationship will follow UICC's procedures which are based on this policy. This due diligence process will include a review of the business activities, public reputation and financial solvency of the external organisation and UICC's interaction with its representatives. Final responsibility for entering into partnership or acceptance of donations rests with the UICC CEO acting under the authority of the Board of Directors. The UICC CEO will consult with the UICC President as needed in specific cases.

Managing the implementation, financial aspects, and monitoring of Partnership Agreements will be under the responsibility of the CEO in conjunction with assigned staff.